

Fleet Modernization Program (FMP)

Results of the FMP Strategic
Planning Offsite

Objectives

**I. Review and Comment on the
Results of the FMP Strategic
Planning Off-site**

II. Refine Goals

**III. Review and Comment on the
Next Steps**

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- I. ***Review and Comment on the
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Strategic Planning Off-site***
- II. Refine Goals
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Next Steps

FMP Strategic Planning Offsite Purpose

The FMP Strategic Planning Offsite Was a 3 Day Workshop Conducted on 30, 31 March and 01 April.

The Purpose of the Offsite Was to Develop a Strategic Plan for the FMP Process Containing:

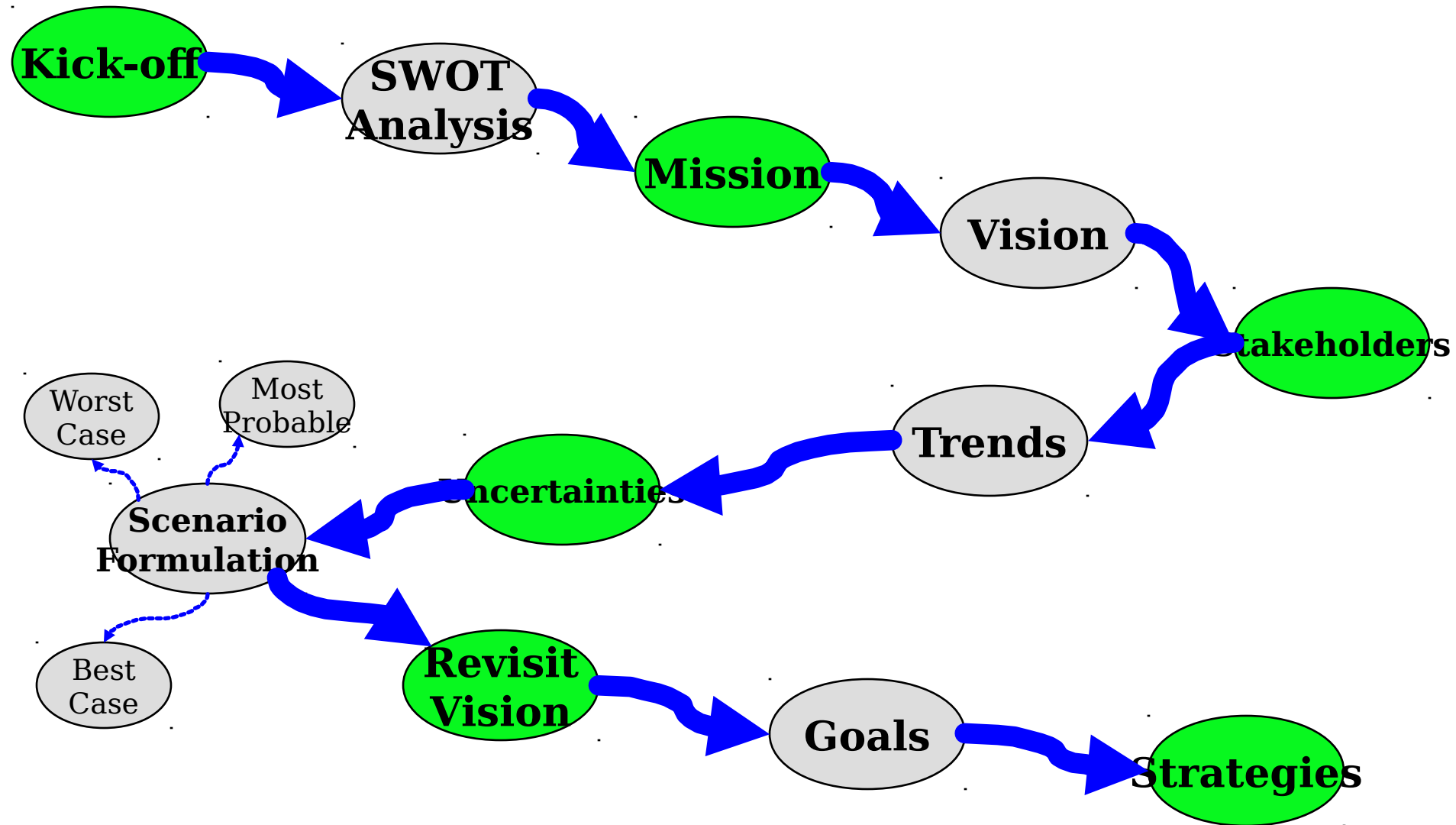
- Mission
- Vision
- Goals
- Strategies

FMP Strategic Planning Offsite Participants

- OPNAV N43
- NAVSEA 04
- NAVSEA 03
- NAVSEA 05
- SEA 92
- PEO Carriers
- OPNAV N43
- PEO EXW
- SPAWAR
- NAVAIR
- CINCPACFLT
- PEO Mine Warfare

} *Offsite Co-Sponsors*

FMP Strategic Planning Offsite Approach



FMP Strategic Planning Offsite Approach

- **SWOT** - Strength, Weaknesses, Opportunities, Threats Associated With FMP
- **Mission** - Why Does FMP Exist? What Does FMP Do?
- **Vision** - Where Will FMP Be in 10 Years? Criteria for a Good Vision:
 - Challenging
 - Attainable
 - Visual
- **Stakeholders** - Who Has Interest in FMP? Who Can Influence FMP? Who Is Affected by FMP?
- **Trends/uncertainties** - Identify Factors in the Future That FMP:
 - Knows It Knows
 - Knows It Does Not Know

FMP Strategic Planning Offsite Approach

- **Scenario Formulation** - Based on Trends/Uncertainties What Are Things That Can Happen to FMP in the Future?
 - Best Case
 - Worst Case
 - Most Probable
- **Goals** - The “What” Based on the Vision and Scenarios
- **Strategies** - The “How” to Achieve the “What” Based on Vision and Scenarios

Strategic Plan (Draft)

- **Mission**
- **Vision**
- **Goals**

FMP Strategic Plan (Draft)

Mission

- The FLEET Modernization Program mission is to provide a disciplined process to deliver operational and technical modifications to the FLEET in the most operationally effective and cost efficient way. It defines a standard methodology to plan, budget, engineer, and install timely, effective, and affordable shipboard improvements while maintaining configuration management and supportability. It is the means by which we leverage technology and innovation to:
- Keep the war-fighting edge
 - Fix systematic and safety problems
 - Improve platform reliability and maintainability
 - Reduce the burden on the sailor

FMP Strategic Plan (Draft)

Vision

- The Fleets Most Trusted Vehicle for Dynamic Improvement to Keep the Fleet on the Leading Edge of War-Fighting Technology

FMP Strategic Plan Goals (Draft)

Financial:

- 100% Timely Release of Funds From 01 for FMP Requirements
- Develop a Standard Lifecycle Approach to Minimize TOC
- Examine Establishment of a Separate Appropriation for FMP
- Program Support Up-Front and Reconciled Quickly
 - 1yr Money in a Month
 - 3yr Money 3 Months

Customer:

- Improve Communication With FLEET
- Educate and Visit Customers
- Provide Program Reviews With Customers - Both Fleets

Business Process:

See next slide

Learning and Growth:

- Develop and Implement Training Program for FMPMIS
- Review FMP Training
- Provide Guidance
- Provide Training to Resource Sponsors

FMP Strategic Plan Goals (Draft)

Business Process:

- Improve Responsiveness and Improve Process
- Meet 50% of Published FMP Milestones - Upfront Planning, Generation of the GFI etc.
- Give Authority to SPMs for identifying FMP Resource Requirements
- Establish National Standards for All Data Entry - Data-fields, Bus Rules, etc.
- Develop Capability to Track Proposed Alts in FMPMIS
- Develop a Standard Lifecycle Approach to Minimize TOC
- Ensure FMP/D-30/ALT/ Processes Are Aligned to Support BGI
- Develop Single Process for Shipboard Improvements/BGI
- Provide Requirements Definition to FMPMIS
- Define Problems Associated with ship Drawings and Modifications - (i.e, Access, having the Right Revision, etc.)
- N43 Convene Policy Council to Determine How OPNAV Can Resource Interoperability Modifications Across Resource Sponsors (To BAM or Not to BAM in POM-02)
- Get Clear Guidance on Resources and Prioritize Interoperability
- Identify High Level Metrics to Measure FMP process Improvement
- Implement a Single Process for Shipboard Improvements and BGI (100%) (3yr)
- Provide Additional Functionality to FMPMIS to Support Future Challenges (3yr)
- Attach Pedigree S/A Drawings (3yr)
- Realign PPBS and IHARS to Support BGI (D-30) (3yr)
- Identify and Implement a Process to Protect FMP Funding (3yr)

Interim Products

- Products Required to Develop the Strategic Plan
 - SWOT
 - Stakeholder Analysis
 - Trends
 - Uncertainties
 - Scenarios

FMP Strategic Plan - Interim Products

SWOT Analysis

SWOT - Strengths

- Long Standing Program (Structure)
- Tried (It Works!)
- Contains Valuable People
- Gives Visibility of Proposed Mod
- Planning Yard Is Overall Configuration Management
- Mark of Authority
- Flexibility
- Resilience
- Supports Configuration Control
- Provides Segregation for Funding
- Logistics Support
- All Interested Parties Are Represented in the Process
- Provides Accountability
- Provides Defined Responsibilities
- Applicable to All Platforms

FMP Strategic Plan - Interim Products

SWOT Analysis

SWOT - Weaknesses

- Process Is Not Being Enforced (Log Process)
- Process Is Often Unenforceable in Current Form
- Administered by SYSCOMS and Driven by Fleet
- Too Slow/bureaucratic
- Paper Flow - NAVSEA Is Slow
- Low Visibility
- Requirements Made Late in the Process
- Does Not Support BGI
- Not Easily Understood (Across Sister Commands)
- Money Is Driving Decisions
- Not Enough Money
- Inefficient (Stove-piped)
- Lack of Systems Engineering
- Planning Yard Is Bypassed
- Insufficient Training

FMP Strategic Plan - Interim Products

SWOT Analysis

SWOT - Weaknesses

- Insufficient Training
- Too Many Budget/appropriation Constraints
- Viewed by NAVSEA/OPNAV As Slush Fund
- No Financial Tie-in to NAVAIR
- Response Is Tied to PPBS (3 Years)
- Not Delivering Theater Capability
- Ineffective Fleet Support – Do Not Have Single Button to Push
- No One Person Is Accountable
- Commitment to Install Is Made Late in the Process
- No Honest Broker in the Process
- Shore Mods Are Not Tied to Ship Mods – Shore Modes Are Not a Part of FMP

FMP Strategic Plan - Interim Products

SWOT Analysis **SWOT - Opportunities**

- Create a Central Database
- Take Advantage of Simulation Based Acquisition, Navy Wide and IT Networking
- Common Systems/equipment Across Platforms
- Develop Single Process for Upgrading Ship, Aircraft, Shore, Etc. Capability
- Battle Force Architecture
- Take Advantage of IWAR Process
- Technology Roadmaps
- Battle Group Integration Engineering
- Provide Integrated Capability Vice Individual Equipment
- Take Advantage of the Seamless Engineering Force
- IS/Electronic Funding

FMP Strategic Plan - Interim Products

SWOT Analysis

SWOT - Threats

- Rice Bowl Protection
- Budget Marks
- Loss of Configuration Control
- Proliferation of Work Around Processes
- Acquisition Reform (Vertical Logistics)
- Take Over by External Activities
- Material Condition of the Fleet
- Location and Independence of SYSCOMS
- Fleet Becoming a NAVMAT
- Security Threat
- Thinking FMP Is O.K.

FMP Strategic Plan - Interim Products Stakeholders

- NAVSEA
 - " 01
 - " 03
 - " 04
 - " 05
- Fleet
 - " Sailors
 - " Warfighting CINCs
- NAVAIR
- NAVSUP
- DLA
- Congress/DoD
- NAVICP
- Naval Ship Yards
- SUPSHIP
- FTSC
- ISEA
- LOGCEN
- IMA
- Planning Yards
- MSC
- Coast Guard
- SRF (Ship Repair Facilities)
- Contractors
- CNET
- OPNAV

FMP Strategic Plan - Interim Products Trends

- Reducing Crew Size
- Downsizing
- Move Toward Cots
- Regionalization
- Increasing Jointness – Service Interoperability
- Amphibs to MSC
- Increasing System Complexity
- Decentralization
- Decreasing Funds
- Accelerating Technical Turnover
- Increased Environmental Restrictions
- Reduced Infrastructure
- Less New Construction
- Expanding Internet Access to Ships
- Aging of Fleet
- Extending Service Life of Ships Beyond Design
- Increasing Interoperability
- Outsourcing
- Lack of Enforcement/discipline
- Acquisition Reform (Full Service Contracting)
- Less Opportunity to Modernize
- Changes Driven by Battle Force Requirements
- N81 Involvement/PPBS
- Age of the Workforce
- \$ Decline

FMP Strategic Plan - Interim Products Uncertainties

- Size of the Navy
- Next War?
- Economy
- Collisions
- Future of Industrial Base
- Natural Disasters
- Technological Innovation
- Politics (Presidential, Congressional, Flaws, DoD, Etc)
- Future Threats
- Organizational Structure
- Public Opinion
- Future of Treaty Commitments
- \$ Decline
- Change in Ownership of FMP
- # Of Ships
- Nature of War
- Publicly Funded Corporations
- Less New Construction
- Extending Service Life of Ships Beyond Design

FMP Strategic Plan - Interim Products Scenarios (Common Themes)

- Worst Case
 - Political Leadership Lacks Military Understanding
 - Inability to Surge to Military Conflict
 - Inadequate Capability
 - Increasing System Complexity
 - Declining Infrastructure
 - Rapid Pace of technology

FMP Strategic Plan - Interim Products Scenarios (Common Themes)

- Most Probable
 - Less Funding
 - Downsizing of Infrastructure
 - Technology (Internet Increasing Demand)
 - Lack of Commitment (loss of configuration control)
 - Interoperability (more challenging)

FMP Strategic Plan - Interim Products Scenarios (Common Themes)

- Best Case
 - Adequate Funding for Modernization
 - Restructured Budget Process Aligned with Requirements
 - Less Operational Churn
 - Battle Force Alignment is Successful
 - FMP is a Dynamic Flexible Process

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Refine Goals

- An Effective Strategic Plan Requires a Manageable Number of Goals (4-5)
- Remember the Goal is the “What” and the Strategy is the “How”
- Using the Following Criteria Refine the Existing List of Goals and Insert Them into the Balanced Scorecard
 - Is the Goal Measurable?
 - Is the Goal Achievable?
 - Would You Feel Comfortable Describing the Goal to Any of the Stakeholders? (Will it Have Meaning to Them?)
 - Could you Express the Goal as a Bumper-sticker?

FMP Strategic Plan Goals (Draft)

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Business Process:

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Refine Goals Worksheet

Financial:

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Customer:

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Business Process:

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Learning and Growth:

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Next Steps

- Complete Strategic Plan
 - Complete the Strategic Plan
 - Refine Goals
 - Develop Strategies
 - Identify Performance Measures
 - Validate the Strategic Plan
 - Incorporate Input
- Implement the Strategic Plan
 - Develop implementation framework
 - Implement

Next Steps - Complete Strategic Plan

- Coordinate 2nd 3-day Off-site
 - Prior to June FMP Conference
 - Top-level Off-site Design
 - Review Results From 1st Off-site
 - Refine Goals - Apply Criteria
 - Insert Balanced Scorecard
 - Develop Strategies - Use 1st Off-site Results
 - Identify Performance Measures

Next Steps - Complete Strategic Plan

- Validate the Strategic Plan
 - During June FMP Conference
 - Top-level Validation Design
 - Brief Strategic Plan - (Include Approach and End Product)
 - Large Group Intervention Event
 - Include Every Participant in the Conference
 - Provide Communication/Feedback Medium
 - Facilitated Workstations
 - Gain Critical Mass Buy-in (80%)

Next Step - Implement

- Establish Implementation Framework
 - Allocate Goals to Sub-Committees
 - Establish Goal Leaders
 - Develop Plan of Action and Milestones (POA&M)
 - Develop and Document Performance Measure Specifications
 - Establish Baseline Data - i.e., Customer Surveys
 - Report Measurement Output